

# **GEO**

## **Guyana Economic Opportunities**

### **Performance Monitoring Plan:**

#### **USAID/Guyana Strategic Objective 1**

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*to*  
**United States Agency for International Development**  
**Georgetown, Guyana**

Under Contract No. 504-C-00-99-00009-00

**November 1, 1999**

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## Performance Monitoring Plan for Strategic Objective 1

Performance Indicator	Indicator Definition and Unit of Measurement	Data Source	Method/Approach of Data Collection or Calculation	Data Acquisition by Mission		Analysis, Use and Reporting	
				Schedule/Frequency	Resp. Person and Team	Schedule by Mgt Event	Resp. Person/Team
Strategic Objective 1: Expanded Economic Opportunities for the Urban and Rural Poor							
1. Increased Employment	Number of jobs created as a result of USAID/partner activities. This indicator uses three sources. (1) Small and Microenterprise (SME) loans and services are provided to entrepreneurs to either set up or expand their businesses. IPED and other organizations will track, via systematic follow up, the number of jobs created as a result of providing these services. (2) Private sector organizations (including the Private Sector Commission, local chambers, business associations) will use member lists which include the number of employees for each member to track whether the employment of member firms expand over time. (3) Go-Invest records the number of new jobs created through its applications and follow up. Data will be disaggregated by region. Because some regions are poorer, we will be able to determine, generally, differential impacts in those areas. This indicator is used because there are a number of problems in using national employment statistics. First,	IPED Other SME Organizations (TBD) PSO's Go-Invest	Semi-annual reports from partners/stakeholders SME organizations will determine # of jobs by using initial applications and through the use of follow up visits/surveys. PSOs will develop a list of members and the number of employees. Each year this list will be updated so that changes in employment can be determined. Go-Invest has a list of investor applicants and the number of jobs that will be anticipated; they will follow up each year via survey to determine the amount of change among the applicant group.	Annual	SO Team RP Team	R4	SO Team RP Team

Performance Indicator	Indicator Definition and Unit of Measurement	Data Source	Method/Approach of Data Collection or Calculation	Data Acquisition by Mission		Analysis, Use and Reporting	
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	the mission's program will not be able to demonstrate a plausible impact on national employment figures. Second, national employment figures are likely to decline because of political instability that is anticipated over the next year. Third, national employment figures include employment on the part of the government, which is the largest employer of urban poor; under civil service reform, this number will also decline.						
2. Private Sector Influences Public Policy (DG Linkage)	<p>Number of public policies, which are influenced by the private sector. This indicator captures the number of policies, both at the local and national level which reflect a PSO position or point of view as a result of lobbying efforts or campaigns on the part of one or more PSOs.</p> <p>While this indicator is not a direct measure of the SO per se, it is used because if the private sector has more influence on public policy, they will have a better business climate to provide more economic opportunities for the poor. The other reason for this indicator is that it tracks whether capacity building of the private sector is having an <i>impact</i> on public policy</p>	PSOs	Semi-annual reporting from PSOs	Semi-annual	SO Team RP Team	Semi-annual Report R4 Reporting	SO Team RP Team

Performance Indicator	Indicator Definition and Unit of Measurement	Data Source	Method/Approach of Data Collection or Calculation	Data Acquisition by Mission		Analysis, Use and Reporting	
				Schedule/Frequency	Resp. Person and Team	Schedule by Mgt Event	Resp. Person/Team
	(which is a culmination of underlying activities).						
3. Amount of private investment	G \$ million	Statistical Bureau	Publication	Annual	SO Team	Annual	SO Team
<b>Critical Assumptions:</b> <ol style="list-style-type: none"> <li>1) Continued ideological commitment to free markets and open competition.</li> <li>2) GOG will demonstrate leadership and political will to maintain commitments to reforms, even in the face of the structural adjustment program's unpopularity.</li> <li>3) There will be a process of continued democratization.</li> <li>4) The private sector will become increasingly motivated to coalesce around advocacy and representative organizations, and be willing to develop common agendas and seek broad private/public sector consensus on key issues.</li> <li>5) General economic conditions remain stable.</li> </ol>							
<b>IR1: Increased Capacity to Implement Economic Policy for Growth with Equity</b>							
1. Improved Management Efficiency of the MOF/Project Cycle Unit	Scale as follows: <ol style="list-style-type: none"> <li>1- MIS system is developed</li> <li>2- Users are trained</li> <li>3- MIS is utilized by the Project Cycle Unit.</li> <li>4- Examples of increased efficiency are evident as a result of the MIS.</li> </ol> This IR will be reevaluated after one year to determine whether it should be dropped or folded into IR2. Depending on the status of this IR, GEO could, in the future, examine whether it would be useful to track the percentage of projects with a capital budget to expenditure ratio of 1. Currently, the figure is calculated on a	MOF	GEO	Annual	COP	Semi-annual	COP

Performance Indicator	Indicator Definition and Unit of Measurement	Data Source	Method/Approach of Data Collection or Calculation	Data Acquisition by Mission		Analysis, Use and Reporting	
				Schedule/Frequency	Resp. Person and Team	Schedule by Mgt Event	Resp. Person/Team
	government wide scale and is estimated at 98%, however, this is largely due to the fact that the government reallocates funding between offices in the latter part of the budget cycle. The MIS would allow the Project Cycle Unit to track this on an office by office basis, which would provide a much more accurate picture of planning capacity.						
<b>Partners: MOF- Project Cycle Unit</b>							
<b>IR2: Improved Climate for Private Investment</b>							
1. Percentage of WTO obligations met	Action Plan for this will be developed. Baselines and targets can be determined at that time.	Action Plan	Consultant to Develop Action Plan which will include a baseline and targets (through a matrix)	Annual	COP	R4	COP
2. Improved Satisfaction of Investors	<p>Percentage of investors reporting expectations met or exceeded.</p> <p>A survey would be used to determine whether the percentage of investors reporting:</p> <ul style="list-style-type: none"> <li>- Exceeded Expectations</li> <li>- Met Expectations</li> <li>- Met Some Expectations</li> <li>- Did Not Meet Expectations</li> </ul> <p>The survey should focus on whether:</p> <ul style="list-style-type: none"> <li>- Marketing and investment</li> </ul>	GO-Invest	Survey of Investors Registered with GO-Invest	Annual	COP	R4	COP

Performance Indicator	Indicator Definition and Unit of Measurement	Data Source	Method/Approach of Data Collection or Calculation	Data Acquisition by Mission		Analysis, Use and Reporting	
				Schedule/Frequency	Resp. Person and Team	Schedule by Mgt Event	Resp. Person/Team
	<p>information is widely available and easily accessible</p> <ul style="list-style-type: none"> <li>- Information is provided on a timely basis</li> <li>- Information is considered reliable</li> </ul> <p>Note; : GEO will investigate the possible use of the Guyana Business Survey conducted by Christopher Ram and Company. The Ram survey is currently not a random survey and focuses only on the responses of Guyanese businesses (which has a distinctly different perspective on the business climate). However, if there is interest in using random survey techniques and expanding the survey to include foreign investors, it may be possible to explore its use in the future. There is interest by the private sector commission in conducting a broader based survey. Baseline and targets will be determined from the first reporting period.</p>						
3. Average time to process investment applications	<p>Average time between the date of application to the date of decision. Date will be disaggregated into the following categories:</p> <ul style="list-style-type: none"> <li>- Duty free concessions</li> <li>- Land for Investment</li> <li>- Discretionary Concessions</li> </ul>	Go-Invest	Go-Invest maintains records of the date of application, date of processing (by Go-Invest) and date of final decision.	Semi-annual	COP	Semi-annual R4	COP

Performance Indicator	Indicator Definition and Unit of Measurement	Data Source	Method/Approach of Data Collection or Calculation	Data Acquisition by Mission		Analysis, Use and Reporting	
				Schedule/Frequency	Resp. Person and Team	Schedule by Mgt Event	Resp. Person/Team
	<p>Disaggregation by these categories is requested by GO-Invest because of the significantly different time frames implied by each category.</p> <p>This indicator is important for GEO and Go-Invest to track because one of the primary functions of Go-Invest is to speed up the process for investors to obtain necessary approvals. If this process is more efficient, it will be an indicator of an improved investment climate.</p>						
4. Improved application of commercial/ investment regulations and policies (DG Linkage)	<p>(Stage I) Scale for whether Investment Strategy is implemented:</p> <ol style="list-style-type: none"> <li>1- Strategy is developed</li> <li>2- Strategy is vetted (e.g. through a conference)</li> <li>3- Strategy is revised</li> <li>4- Strategy is finalized</li> </ol> <p>(Stage II) Investment Code is implemented/enforced:</p> <ol style="list-style-type: none"> <li>5- Applicable laws are revised</li> <li>6- Laws are passed by Parliament</li> <li>7- Information regarding laws is disseminated (knowledge and awareness increased)</li> <li>8- Laws are enforced (laws are generally applied through court)</li> </ol>	GEO	GEO project management will track this over time	Ongoing	COP	Semi-annual R4	COP



Performance Indicator	Indicator Definition and Unit of Measurement	Data Source	Method/Approach of Data Collection or Calculation	Data Acquisition by Mission		Analysis, Use and Reporting	
				Schedule/Frequency	Resp. Person and Team	Schedule by Mgt Event	Resp. Person/Team
	<p>cases or other mechanisms)</p> <p>Note, while this indicator is subject to a number of external influences, it is a critical factor in the achievement of the overall objective. In addition, GEO (as well as its predecessor project) has played an important role in helping to move this forward. Finally, GEO intends to incorporate the feedback of the DG staff to analyze progress of this indicator and to examine synergies with the DG portfolio.</p>						
<b>IR3: Strengthened Capacity of the Private Sector to Influence Public Policy</b>							
1. Membership in Private Sector Organizations	<p>Number of firms who are members in Private Sector Organizations assisted by GEO. Rationale: This can function as a proxy indicator because GEO will assist in strengthening PSOs. The key concept is that if PSOs can demonstrate tangible benefits, membership will likely expand. For example, this could be improved analysis that leads to a greater influence on policy issues. Another example is the provision of services, such internet access, access to information, advertising, etc. In turn, increased membership is likely to increase revenues, which will lead to</p>	Local Chambers of Commerce and Business Associations	Semi-annual reporting will include this data	Semi-annual	COP	Semi-annual R4	COP

Performance Indicator	Indicator Definition and Unit of Measurement	Data Source	Method/Approach of Data Collection or Calculation	Data Acquisition by Mission		Analysis, Use and Reporting	
				Schedule/Frequency	Resp. Person and Team	Schedule by Mgt Event	Resp. Person/Team
	greater sustainability over time. GEO will monitor the linkages between increasing capacity and increasing membership to analyze whether there are other factors influencing membership. Disaggregated by female owned firms						
2. No. of advocacy campaigns undertaken by private sector organizations (DG Linkage)	A campaign entails an organized and coordinated effort to influence public policy around one or more defined issues of importance to the private sector. A campaign incorporates more than one approach to influence policy, such as letter writing, lobbying, and/or providing interviews to the media on an issue(s).	Private Sector Organizations including the PSC, Local Chambers of Commerce, and Product Associations	Semi-annual reporting to include this data	Semi-annual	COP	Semi-annual R4	COP
<b>IR4: Increased Financial and Non-Financial Services Available to Support Small and Microenterprises</b>							
1. Numbers of loans disbursed	Numbers of loans, disaggregated by region and gender.	IPED records (and any other groups in the future which disburse loans)	Semi-annual reporting (Clarify how this data is collected)	Semi-annual	COP	Semi-annual R4	COP
2. Numbers of individuals receiving loans.	Number of individuals, disaggregated by region and gender. Note; One individual may receive more than one loan so this indicator is used in combination with the number o loans disbursed to understand whether the number of individuals is expanding.	IPED Records					
3. Numbers of	Numbers of clients provided with	BEACON	Semi-annual reporting	Semi-	COP	Semi-	COP

Performance Indicator	Indicator Definition and Unit of Measurement	Data Source	Method/Approach of Data Collection or Calculation	Data Acquisition by Mission		Analysis, Use and Reporting	
				Schedule/Frequency	Resp. Person and Team	Schedule by Mgt Event	Resp. Person/Team
clients assisted	services such as advice on: <ul style="list-style-type: none"> <li>- product diversification</li> <li>- production processes</li> <li>- quality control</li> <li>- costing and cost control</li> <li>- business planning</li> <li>- administration</li> <li>- record keeping</li> <li>- marketing</li> </ul>	Red Thread Other organizations which USAID works with (e.g. GVC, HIDA Handicraft Industry Development Agency, RFMA Roraima Furniture Manufacturers Association, CDAG Coconut Development Association of Guyana)	(Clarify how this data is collected)	annual		annual R4	
<b>CROSSCUTTING INDICATOR</b>							
1. Guyanese skills improved as a result of the GEO project	Survey designed to follow up on training (6 months to a year following training) to examine whether: <ul style="list-style-type: none"> <li>- skills meet participant needs</li> <li>- skills are utilized</li> </ul> Note; this is proposed as a crosscutting indicator to capture all training; numbers trained in specific workshops, seminars, and training sessions would be captured at the	GEO	Survey of training participants	Annual	COP	R4	COP

Performance Indicator	Indicator Definition and Unit of Measurement	Data Source	Method/Approach of Data Collection or Calculation	Data Acquisition by Mission		Analysis, Use and Reporting	
				Schedule/Frequency	Resp. Person and Team	Schedule by Mgt Event	Resp. Person/Team
	input/output level. Also, depending on the number of participants and the capacity of the training organization, follow up interviews to training could also be used.						

### Strategic Objective 1 Performance Data Tables

<b>STRATEGIC OBJECTIVE 1:</b>		Expanded economic opportunities for the urban and rural poor	
<b>APPROVED:</b> 7/22/98		<b>Country/Organization:</b> Guyana	
<b>RESULT NAME</b>			
<b>INDICATOR:</b> SO level - Employment			
<b>UNIT OF MEASURE:</b> Percentage increase in employment created as a result of USAID activities in concert with development partners. (the increase in number of jobs created from the previous year to the number of jobs created in the current year expressed as a percentage increase of the previous year's figure).	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1999 (B)		
<b>SOURCE:</b> IPED records, GO-Invest records, private sector organizations	2000	Micro 5% GoI 0% PSO 0%	
	2001	Micro 5% GoI 5% PSOs 5%	
<b>INDICATOR DESCRIPTION:</b> This indicator uses three sources. (1) Micro-enterprise loans and services are provided to entrepreneurs to either set up or expand their businesses. IPED and other organizations will track, via systematic follow up visits, the number of jobs created as a result of providing these services. (2) Private sector organizations will use member lists which include the number of employees for each member to track whether the employment of member firms expand. (3) Go-Invest records the number of new jobs created through its applications and follow up. Data will be disaggregated by region.  Micro= Microenterprise sources  GoI= Go-Invest  PSO= Private Sector Organizations	2002	Micro 5% GoI 5% PSOs 5%	
	2003		
<b>COMMENTS:</b> National employment figures are not used to measure the SO for the following reasons: 1) it is difficult to make a case that the program will have an impact on employment more broadly, 2) these figures are not reliable or available on a regular basis and 3) national employment figures would include public sector employment at a time when civil service reform is taking place. Baseline will be gathered via the first reporting			

period. Once this information is provided, the very preliminary targets provided above can be reexamined. The fact that elections will take place in 2001 should be taken into account in the target setting. Micro-enterprise targets should be reexamined once partners have been identified for non-financial services. Job creation will be one of the key criteria for choosing these partners and this analysis will be included as a part of the micro-enterprise consultant's report.

<b>STRATEGIC OBJECTIVE 1:</b> Expanded economic opportunities for the urban and rural poor <b>APPROVED:</b> 7/22/98 <b>Country/Organization:</b> Guyana			
<b>RESULT NAME</b>			
<b>INDICATOR:</b> SO level – Private Sector Influences public policies			
<b>UNIT OF MEASURE:</b> Number of public policies.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1999 (B)		
<b>SOURCE:</b> Private Sector Organizations (PSOs) including the Private Sector Commission (PSC), Local Chambers of Commerce, and Business Associations.	2000	Local 4 Nat'l 4	
	2001	Local 6 Nat'l 4	
<b>INDICATOR DESCRIPTION:</b> This indicator captures the number of policies, both at the local and national level which reflect a PSO position or point of view as a result of lobbying efforts or campaigns on the part of one or more PSOs.  (Nat'l = national)	2002		
	2003		
<b>COMMENTS:</b> While this indicator is not a direct measure of the SO per se, it is used because if the private sector has more influence on public policy, they will have a better business climate to provide more economic opportunities for the poor. The other reason for this indicator is that it tracks whether capacity building of the private sector is having an <i>impact</i> on public policy (which is a culmination of underlying activities). At the national level, policies where PSOs will likely have an impact are; banking policy, WTO related policies, the investment code, and policy related to the function and organization of Go-Invest. At the local level, examples of policy issues which affect PSOs include foreign access to roads, transshipment points, and the establishment of industrial zones, among others. While there are a number of policy issues at the local level for PSO's to affect, the targeted number is lower because the organizational capacity of PSOs is still somewhat nascent. The baseline will be established in the first reporting period.			

<b>STRATEGIC OBJECTIVE 1:</b>		Expanded economic opportunities for the urban and rural poor	
<b>APPROVED:</b> 7/22/98		<b>Country/Organization:</b> Guyana	
<b>RESULT NAME</b>			
<b>INDICATOR:</b> SO level – Amount of Private Fixed Investment			
<b>UNIT OF MEASURE:</b>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
\$G million	1997 (B)		27989
	1998	28252	
	1999	28650	
<b>SOURCE:</b> Statistical Bureau	2000		
	2001		
<b>INDICATOR DESCRIPTION:</b> Total Domestic Final Expenditure/ Aggregate Private Fixed Investment.	2002		
	2003		
<b>COMMENTS:</b> Private investment is used because the program will focus on national policies and procedures that promote private investment, and therefore, it will have a catalytic effect in this area. One issue is that investment resulting from small and medium enterprises is probably somewhat under reported. This will be taken into account in analyzing the figures.			



<b>STRATEGIC OBJECTIVE 1:</b> Expanded economic opportunities for the urban and rural poor <b>APPROVED:</b> 7/22/98 <b>Country/Organization:</b> Guyana			
<b>RESULT NAME: IR1 Increased Capacity to Implement Economic Policy for Growth with Equity</b>			
<b>INDICATOR:</b> Information technology tools are utilized.			
<b>UNIT OF MEASURE:</b> Scale, see below.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1999 (B)		0
<b>SOURCE:</b> MOF	2000	3	
	2001	4	
<b>INDICATOR DESCRIPTION:</b>  5- MIS system is developed 6- Users are trained 7- MIS is utilized by the Project Cycle Unit. 8- Examples of increased efficiency are evident as a result of the MIS.	2002		
	2003		
<b>COMMENTS:</b> This IR will be reevaluated after one year to determine whether it should be dropped or folded into IR2. Depending on the status of this IR, GEO could, in the future, examine whether it would be useful to track the percentage of projects with a capital budget to expenditure ratio of 1. Currently, the figure is calculated on a government wide scale and is estimated at 98%, however, this is largely due to the fact that the government reallocates funding between offices in the latter part of the budget cycle. The MSI would allow the Project Cycle Unit to track this on an office by office basis which would provide a much more accurate picture of planning capacity.			

<b>STRATEGIC OBJECTIVE 1:</b> Expanded economic opportunities for the urban and rural poor <b>APPROVED:</b> 7/22/98 <b>Country/Organization:</b> Guyana			
<b>RESULT NAME: IR2 Improved Climate for Private Investment</b>			
<b>INDICATOR:</b> Percentage of WTO Obligations Met			
<b>UNIT OF MEASURE:</b> Percentage	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1999 (B)		
<b>SOURCE:</b> GEO Study	2000		
	2001		
<b>INDICATOR DESCRIPTION:</b> GEO is planning a study in which a consultant will prepare a matrix of policies which must be met to comply with WTO obligations. The study will provide a current status (the baseline) and appropriate targets for the next four years.	2002		
	2003		
<b>COMMENTS:</b> Baseline and targets will be developed as a part of an upcoming study.			

<b>STRATEGIC OBJECTIVE 1:</b> Expanded economic opportunities for the urban and rural poor <b>APPROVED:</b> 7/22/98 <b>Country/Organization:</b> Guyana			
<b>RESULT NAME: IR2 Improved Climate for Private Investment</b>			
<b>INDICATOR:</b> Improved Satisfaction of Investors			
<b>UNIT OF MEASURE:</b> Percent of investors reporting expectations met or exceeded.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1999 (B)		
<b>SOURCE:</b> GO-Invest Survey	2000		
	2001		
<b>INDICATOR DESCRIPTION:</b> Go-Invest will conduct a survey of its registered investors to determine the level of investors reporting met or exceeded expectations.	2002		
	2003		
<b>COMMENTS:</b> This indicator is important for Go-Invest to track because one of the primary functions of Go-Invest is to speed up the process for investors to obtain necessary approvals. If this process is more efficient, it will be an indicator of an improved investment climate. Also, GEO will investigate the possible use of the Guyana Business Survey conducted by Christopher Ram and Company. The Ram survey is not a random survey and focuses only on the responses of Guyanese businesses. However, if there is interest in using random survey techniques and expanding the survey to include foreign investors, it may be possible to use it. There is interest by the private sector commission in conducting a broader based survey. Baseline and targets will be determined from the first reporting period.			

<b>STRATEGIC OBJECTIVE 1:</b> Expanded economic opportunities for the urban and rural poor <b>APPROVED:</b> 7/22/98 <b>Country/Organization:</b> Guyana			
<b>RESULT NAME: IR 2 Improved Climate for Private Investment</b>			
<b>INDICATOR:</b> Average time to process investment applications			
<b>UNIT OF MEASURE:</b> Number of weeks	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1999 (B)		Duty Free 2 Land 10 Discretionary 8
<b>SOURCE:</b> Go-Invest	2000	Duty Free 1 Land 6 Discretionary 3	
	2001		
<b>INDICATOR DESCRIPTION:</b> Average time, in weeks, between the date of application to the date of decision. The data will be disaggregated among the following categories because each category implies significantly different processing times:  Duty Free Concessions  Land for Investment  Discretionary Concessions	2002		
	2003		
<b>COMMENTS:</b> This indicator is important for GEO and Go-Invest to track because one of the primary functions of Go-Invest is to speed up the process for investors to obtain final decisions. If this process is improved, it will be indicative of a better investment climate.			

<b>STRATEGIC OBJECTIVE 1:</b> Expanded economic opportunities for the urban and rural poor <b>APPROVED:</b> 7/22/98 <b>Country/Organization:</b> Guyana			
<b>RESULT NAME: IR2: Improved Climate for Private Investment</b>			
<b>INDICATOR:</b> Improved application of commercial/investment regulations and policies.			
<b>UNIT OF MEASURE:</b> Scale. Steps taken toward the implementation of an investment code.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1999 (B)		3
<b>SOURCE:</b> GEO Project	2000	5	
	2001	6	
<b>INDICATOR DESCRIPTION:</b> (Stage I) Investment Strategy is in place: 1- Strategy is developed. 2- Draft Investment Strategy is Vetted 3- Strategy is revised 4- Strategy is Finalized (Stage II) Investment code is implemented and enforced: 5- Applicable laws are revised (these will be defined) 6- Key Laws are Passed by Parliament (these laws must be defined) 7- Information regarding laws is disseminated (knowledge and awareness increased) 8- Laws are enforced (laws are generally applied through court cases or other mechanisms)	2002	7	
	2003		
<b>COMMENTS:</b> Applicable laws will be defined as that becomes apparent. In addition, elements of enforcement will also likely require further definition. Progress of this indicator will not necessarily be linear; hence it depends heavily on SO team/RP team analysis. Note, while this indicator is subject to a number of external influences, it is a critical factor in the achievement of the overall objective. In addition, GEO (as well as its predecessor project) has played an important role in helping to move this forward. Finally, GEO intends to incorporate the feedback of the DG staff to analyze progress of this indicator and to examine synergies with the DG portfolio.			

<b>STRATEGIC OBJECTIVE 1:</b> Expanded economic opportunities for the urban and rural poor <b>APPROVED:</b> 7/22/98 <b>Country/Organization:</b> Guyana			
<b>RESULT NAME: IR3: Strengthened Capacity of the Private Sector to Influence Public Policy</b>			
<b>INDICATOR:</b> Membership in Local Chambers of Commerce and private sector associations.			
<b>UNIT OF MEASURE:</b> Percent change in the numbers of firms who are members of Local Chambers of Commerce and business associations.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1999 (B)		Linden 25
			Essequibo 55
			Berbice 32
			Upper Corentyne 60
			THAG 54
			GMA 125
			FPA 62
	2000	5%	
	2001	15%	
<b>INDICATOR DESCRIPTION:</b> This covers local chambers and business associations which are assisted by USAID. This does not cover the Private Sector Commission because the overall membership numbers will not provide an accurate picture of institutional strength (there is a small and finite number of potential members; for example, corporate membership is expected to increase by 100% in 2000), therefore its inclusion would distort the numbers. (THAG- Tourism and Hotel Association of Guyana, GMA- Guyana Manufacturing Association, FPA- Forest Products Association)	2002		
	2003		
<b>COMMENTS:</b> This can function as a proxy indicator because GEO will assist in strengthening PSOs. The key concept is that if PSOs can demonstrate tangible benefits, membership will likely expand. For example, this could be improved analysis that leads to a greater influence on policy issues. Another example is the provision of services, such internet access, access to information, advertising, etc. In turn, increased membership is likely to increase revenues, which will lead to greater sustainability over time. GEO will monitor the linkages between increasing capacity and increasing membership to analyze whether there are other factors influencing membership. Disaggregate by female owned firms in first reporting period.			

<b>STRATEGIC OBJECTIVE 1:</b> Expanded economic opportunities for the urban and rural poor <b>APPROVED:</b> 7/22/98 <b>Country/Organization:</b> Guyana			
<b>RESULT NAME: IR3: Strengthened Capacity of the Private Sector to Influence Public Policy</b>			
<b>INDICATOR:</b> Number of advocacy campaigns undertaken by private sector organizations.			
<b>UNIT OF MEASURE:</b> Number of campaigns.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1999 (B)		
<b>SOURCE:</b> Private sector organizations, such as the private sector commission, local chambers of commerce, and business associations which receive assistance from USAID.	2000		
	2001		
<b>INDICATOR DESCRIPTION:</b> A campaign entails an organized and coordinated effort to influence public policy around one or more defined issues of importance to the private sector. A campaign incorporates more than one approach to influence policy, such as letter writing, lobbying, and/or providing interviews to the media on an issue(s).	2002		
	2003		
<b>COMMENTS:</b> Baseline and targets will be determined in the first reporting period			

<b>STRATEGIC OBJECTIVE 1:</b>		Expanded economic opportunities for the urban and rural poor					
<b>APPROVED:</b> 7/22/98		<b>Country/Organization:</b> Guyana					
<b>RESULT NAME: IR4 Increased Financial and Non-Financial Services Available to Support Small and Micro-enterprises</b>							
<b>INDICATOR:</b> Numbers of loans disbursed.							
<b>UNIT OF MEASURE:</b> Number of loans.	<b>YEAR</b>	<b>PLANNED</b>			<b>ACTUAL</b>		
		(M)	(F)	(T)	(M)	(F)	(T)
	1999 (B)				Region: #      #      #		
<b>SOURCE:</b> IPED	2000						
	2001						
<b>INDICATOR DESCRIPTION:</b> Disaggregated by region and gender (M, male, F, female, T, total)	2002						
	2003						
<b>COMMENTS:</b>							



<b>STRATEGIC OBJECTIVE 1:</b>		Expanded economic opportunities for the urban and rural poor					
<b>APPROVED:</b> 7/22/98		<b>Country/Organization:</b> Guyana					
<b>RESULT NAME: IR4 Increased Financial and Non-Financial Services Available to Support Small and Micro-enterprises</b>							
<b>INDICATOR:</b> Numbers of individuals receiving loans.							
<b>UNIT OF MEASURE:</b> Numbers of individuals.	<b>YEAR</b>	<b>PLANNED</b>			<b>ACTUAL</b>		
		<b>(M)</b>	<b>(F)</b>	<b>(T)</b>	<b>(M)</b>	<b>(F)</b>	<b>(T)</b>
	1994 (B)				139	117	256
	1995	615	885	1500	744	1274	2018
	1996	1050	1950	3000	445	1335	1780
	1997	570	2040	2610	95	185	280
	1998	170	395	565	712	1832	2544
	1999				Region: # # #		
<b>SOURCE:</b> IPED	2000						
	2001						
<b>INDICATOR DESCRIPTION:</b> Disaggregated by region and gender. This indicator is used in combination with numbers of loans disbursed to examine the diversity of clients receiving loans (i.e. one person may receive more than one loan).	2002						
	2003						
<b>COMMENTS:</b> 1999 will be the first year that data will be disaggregated by region.							

<b>STRATEGIC OBJECTIVE 1:</b> Expanded economic opportunities for the urban and rural poor <b>APPROVED:</b> 7/22/98 <b>Country/Organization:</b> Guyana			
<b>RESULT NAME: IR4 Increased Financial and Non-Financial Services Available to Support Small and Micro-enterprises</b>			
<b>INDICATOR:</b> Number of clients assisted.			
<b>UNIT OF MEASURE:</b> Number of clients (individuals).	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1999 (B)		0
<b>SOURCE:</b> The Beacon Foundation, Red Thread, and other partners yet to be defined.	2000		
	2001		
<b>INDICATOR DESCRIPTION:</b> This incorporates the number of clients provided with services such as advice on: <ul style="list-style-type: none"> <li>- Product Diversification</li> <li>- Production Processes</li> <li>- Quality Control</li> <li>- Costings and cost control</li> <li>- Business Planning</li> <li>- Administration</li> <li>- Record Keeping</li> <li>- Marketing</li> </ul> Disaggregated by region and gender. New product areas will be defined by the micro-enterprise consultant.	2002		
	2003		
<b>COMMENTS:</b> Baselines and targets will be defined once partners have been identified and first reports are provided.			